



# Organisational Development and Staff Wellbeing bulletin

March 2025

**The aim of this current awareness bulletin is to provide a digest of recent guidelines, reports, research and best practice on Organisational Development and Staff Wellbeing**

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## Guidelines, Policies and Reports

### City & Guilds Foundation

#### [Neurodiversity Index Report 2025](#)

This year's report provides valuable insights into the current state of neurodiversity in the workplace, highlighting areas of progress, challenges, and opportunities for fostering inclusive work environments. In this latest report, discover how some organisations are making strides towards embracing neurodiversity.

### NHS Employers

#### [Seven steps to an effective health and wellbeing campaign](#)

Effectively communicating your health and wellbeing campaign or initiative is vital to promoting a positive staff experience. Investing in staff wellbeing creates a healthier, motivated, and supported workforce. Ahead of planning and implementing a campaign or initiative in your organisation it is important to reach out to your communications team who might be able to offer you advice and guidance.

### NHS Staff Survey

#### [Results](#)

Explore and download results for the 2024 NHS Staff Survey.

### Nuffield Trust

#### [What does the NHS staff survey tell us about the changing behaviours and motivation of health care staff?](#)

Over the past decade younger NHS staff have reported lower job satisfaction, higher stress levels, and greater dissatisfaction with pay than their older colleagues, according to this new analysis of over a million NHS staff survey responses. Do these trends reflect changing generational attitudes to work, or are they in fact shaped by wider workforce and societal pressures? This long read explores the relationship between age and staff experience and what it means for workforce retention and policy.

## Published Research



### **British Journal of Community Nursing**

Incivility in the workplace: the impact on performance, patient care and wellbeing [email [ulth.library.lincoln@nhs.net](mailto:ulth.library.lincoln@nhs.net) to request]

While the episodes of incivility and microaggression are often personal, difficult to identify, or describe to others, they have significant ramifications for the receiver, including emotional and physical distress. Incivility impacts performance, morale, patient safety and can lead to the receiver choosing to leave that work environment.

### **Nursing Standard**

Supporting the well-being of nurses working with trauma [Email [ulth.library.lincoln@nhs.net](mailto:ulth.library.lincoln@nhs.net) to request]

The nursing profession has long been associated with exposure to traumatic experiences. This article explores the concept of trauma and its various manifestations, such as PTSD and secondary traumatic stress, which are increasingly prevalent among nurses. It also considers the adaptive and maladaptive coping mechanisms that may be adopted by nurses, and discusses the effectiveness and limitations of various debriefing interventions.

### **Blogs**

#### **NHS Employers**

[Health and wellbeing top tips for supporting line managers](#)

The CIPD stated in its research that 'middle managers have really come out as the squeezed middle'. With increasing workforce pressures and demands on NHS staff, it's vital that managers are effectively supported in the workplace.

#### **Nursing Standard**

Nursing shifts and parenting: 'How can we make it work for you?' [Email [ulth.library.lincoln@nhs.net](mailto:ulth.library.lincoln@nhs.net) to request]

Finding work-life balance remains a challenge for many nurses trying to cope with the emotional, physical and financial pressures of parenting alongside working. We look at changes and options that can help, the support managers can provide and how flexible working and self-rostering can benefit both nurses and employers.

#### **Nursing Times**

Revealed: the shocking violence being faced daily by nurses [Email [ulth.library.lincoln@nhs.net](mailto:ulth.library.lincoln@nhs.net) to request]

Virtually all nursing and midwifery workers in the UK have experienced physical violence at work, an exclusive Nursing Times survey reveals. Staff reported being grabbed, punched, bitten, spat at, strangled, headbutted and even stabbed.

#### **Personnel Today**

[NHS retention scheme results in decade-low attrition rate](#)

Staff retention schemes have cut the number of health workers leaving the NHS to one of the lowest levels in more than a decade. In the year to September 2024, 10.1% of hospital and community healthcare staff left the service, compared to 12.5% who did so in the year to September 2022 – a reduction of almost 21,300 people.

#### **The HR Director**

[Mental health tops the list of employee demands in 2025](#)

The latest research from Towergate Employee Benefits shows that mental health tops the list of expected employee needs in 2025, with nearly a third (31%) of employers stating they believe there will be an increased demand for support.



### **The King's Fund**

#### [Organisational anxiety – can we even talk about it?](#)

Those who could see the relevance of organisational anxiety to current work challenges talked about it providing a helpful way to step outside the challenges of the day-to-day situation, and for thinking about what might help. More often, though, group members experienced resistance from colleagues, including no response at all, not being able to make time for conversations that went beyond short-term fixes, or insisting on focusing on individual-level interventions.

### **The King's Fund**

#### [What does the NHS Staff Survey 2024 really tell us?](#)

Following the announcement that NHS England is to be abolished, health care leadership must go beyond the usual structural changes and tinkering to support the transformation of health and care in England – transformation not simply of structures but of cultures and processes to ensure high-quality, compassionate care for patients and for staff.

### **Workplace Wellbeing Professional**

#### [UK Businesses 'Failing to Provide Essential Sanitary Bins for Men'](#)

As Prostate Cancer Awareness Month begins, new research highlights a critical gap in public and workplace facilities: a lack of male sanitary bins in the UK. Despite prostate cancer affecting one in eight men and many experiencing incontinence as a result, only 9% of businesses surveyed confirmed they provide a male sanitary bin in their toilets.

### **Podcasts/Videos**

#### **CIPD**

#### [Selfish to be selfless: Why people professionals must prioritise their wellbeing](#)

For HR professionals, balancing support for employees and the business while prioritising their own wellbeing is crucial. But how can they better maintain this balance without compromising their mental health?

### **Miscellaneous**

#### **NHS Employers**

#### [Rest, rehydrate, refuel project](#)

Hear about a project aimed at understanding and tackling the barriers to sufficient hydration, breaks and refreshment facilities for NHS staff.

#### **NHS Employers**

#### [What is financial wellbeing?](#)

This downloadable resource demonstrates the value of good financial health for both the organisation and the individual.

#### **Nursing Standard**

When managers use FtP referral to punish staff for speaking out [Email [ulth.library.lincoln@nhs.net](mailto:ulth.library.lincoln@nhs.net) to request]

Nurse whistleblowers say official channels designed to allow them to raise concerns about bad practice have been used as a 'weapon' against those who speak out. Whistleblowers say the process is being used as a weapon by NHS managers, with some nurses left jobless or in financial difficulty as a result.